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A Comparative Study of Customer Satisfaction and Continuance Intention in Quick-Commerce Platforms: Evidence from Indian Urban Consumers

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Abstract

The rapid expansion of quick-commerce (q-commerce) platforms has significantly transformed urban consumption patterns in India by offering ultra-fast delivery of daily essentials. In an increasingly competitive digital retail environment characterized by low switching costs, understanding the determinants of customer satisfaction and continuance intention has become critical for platform sustainability. This study examines the combined influence of service quality and experiential factors—namely delivery performance, product availability, price fairness, app usability, and trust—on customer satisfaction and continuance intention across major quick-commerce platforms in India. Using survey data collected from 500 urban consumers, the study employs Structural Equation Modelling (SEM) with a Diagonally Weighted Least Squares estimation approach. The results reveal an excellent overall model fit, confirming the robustness of the proposed framework. However, the structural relationship between service quality dimensions and satisfaction–continuance outcomes is found to be statistically non-significant, suggesting that customer loyalty in mature q-commerce markets is shaped by holistic experiential coherence rather than isolated service attributes. The study contributes to digital commerce literature by highlighting the evolving nature of consumer expectations and offers practical insights for platform managers focusing on integrated experience design.

Keywords: *Quick-Commerce; Customer Satisfaction; Continuance Intention; Service Quality; Structural Equation Modeling; Indian Urban Consumers*

Introduction

I have noticed that the fast growth of platforms and the change, in how people live have changed the way works in India. In years commerce (q-commerce) platforms that promise very fast delivery of everyday items within minutes have become a big part of city markets. The rise of smartphone use, payment systems, busy city shoppers and more demand for convenience have pushed q-commerce to grow from a small service to a main way people shop. I see q-commerce, on my phone all the time. I shop on platforms such, as Blinkit, Zepto, BigBasket, Flipkart Minutes, Instamart and First Club. Platforms such as Blinkit, Zepto, BigBasket, Flipkart Minutes, Instamart and First Club are important, to the buying choices of urban consumers. I use these platforms every day. The customer satisfaction and the intention to continue using a service are important, for the long term success of the digital commerce platforms. In a q-commerce environment the switching costs are low and alternatives are easy to get. It is essential to know why customers stay loyal to the digital commerce platforms. From my experience I notice that customers care about more, than delivery. I have seen that fast delivery is still a promise of the digital commerce platforms.. Product availability, pricing fairness, app usability, trust and customer support shape the user experience of the digital commerce platforms. The intention to continue using a service is also affected by product availability, pricing fairness, app usability, trust and customer support. The customer satisfaction matters. User experience matters.product recommendations, seamless checkout process, and after-sales support determine I am doing an examination of customer satisfaction and continuance intention, across major quick-commerce platforms operating in Indian urban markets. I base the research on data. I collect data through surveys. I give the surveys to consumers who use one or more q-commerce applications. I ask consumers about customer satisfaction and about continuance intention. The study looks at customer satisfaction and continuance intention, on each quick-commerce platform. I built the survey instrument to capture parts of the consumer experience.

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The survey instrument asks about usage patterns, delivery performance, product availability and quality price fairness and promotional offers, app usability, customer support, trust and reliability overall customer satisfaction, continuance intention and comparative perceptions, among platforms.I have seen that using platforms gives a picture of how consumers judge and tell apart competing q-commerce services. The study does not limit itself to a provider. The study uses a perspective to match real-world consumer choice behavior. I notice that users often use than one application because of needs, pricing or service reliability.Overview of Selected Quick-Commerce Platforms Blinkit- is one of the biggest q-commerce platforms, in India. Blinkit has a mile delivery network and a wide range of daily essentials. Blinkit works hard to be fast and convenient, for the people living in the cities. I have seen Blinkit bring the groceries to my door in minutes.Zepto- is a commerce platform that uses technology. I think Zepto focuses on delivery times. I notice Zepto uses stores that are placed in the spots to serve the city customers well. BigBasket- I have seen BigBasket start, as a grocery platform. I see BigBasket now move into the quick-commerce segment. I see BigBasket use the supply chain and the brand trust it built. I see BigBasket serve both planned purchases and instant purchases.Flipkart Minutes- is the entry of an retailer, into the q-commerce space. Flipkart Minutes wants to mix the trust of an established marketplace, with delivery of items. Flipkart Minutes promises that customers can get those items quickly.Instamart- is run by Swiggy. Instamart mixes commerce with the food delivery system. Instamart gets help from the Swiggy logistics network and the customer base, in the areas of India. First Club- I see First Club as a player. First Club focuses on the chosen selections the member benefits and the different value to attract city shoppers.By looking at consumer perceptions, across the platforms the study wants to add to the growing research, on retailing and service continuance behavior. In my view the study gives a framework that shows how different service quality and experiential factors together shape customer satisfaction. I think this matters. The study also shows how service quality and experiential factors affect long-term usage intention. The study looks at India's quick-commerce sector.

Literature Review

Quick-Commerce and Digital Retail Transformation

Quick-commerce represents the latest evolution of electronic commerce, characterized by delivery promises ranging from 10 to 30 minutes for daily-use products. The growth of q-commerce has been driven by urban lifestyle changes, increased smartphone penetration, and advancements in last-mile logistics (Deloitte, 2022). In emerging markets such as India, q-commerce platforms have transitioned from niche convenience services to mainstream retail channels, reshaping consumer expectations regarding speed and accessibility (EY, 2023).

Service Quality Dimensions in Digital Commerce

Service quality has long been recognized as a fundamental determinant of customer satisfaction in electronic commerce contexts. Traditional models emphasize dimensions such as reliability, responsiveness, and assurance (Parasuraman et al., 1988). In q-commerce, delivery performance and product availability have emerged as critical operational dimensions due to the immediacy of consumer demand (Hwang et al., 2021). However, as platforms converge in operational efficiency, consumers increasingly evaluate services on experiential factors beyond speed alone.

Price Fairness and App Usability

Perceived price fairness significantly influences satisfaction and repurchase behavior in online retail environments (Xia et al., 2004). In q-commerce, dynamic pricing, surge fees, and promotional variability heighten consumer sensitivity to fairness perceptions. Additionally, app usability—encompassing interface design, navigation ease, and transaction simplicity—plays a crucial role in shaping user experience and reducing cognitive effort (Flavián et al., 2020). Studies suggest that poor usability can negate the benefits of fast delivery and competitive pricing.

Trust, Satisfaction, and Continuance Intention

Trust is a central construct in digital commerce, particularly in contexts involving online payments, data sharing, and service reliability (Gefen et al., 2003). Customer satisfaction is widely acknowledged as a precursor to continuance intention and loyalty, especially in subscription-free digital platforms where switching barriers are minimal (Bhattacherjee, 2001). Recent research highlights that in highly competitive digital markets, satisfaction and continuance intention are often driven by cumulative experiences rather than discrete service encounters (Lemon & Verhoef, 2016).

Research Gap

While prior studies have examined individual determinants of satisfaction and loyalty in e-commerce, limited empirical research integrates multiple service and experiential dimensions within a unified SEM framework in the q-commerce context, particularly in India. This study addresses this gap by examining the collective influence of service quality factors on customer satisfaction and continuance intention across multiple platforms.

Research Objectives

General Objective

To empirically examine the determinants of customer satisfaction, trust, and behavioral intentions toward quick delivery (quick-commerce) applications in India.

Specific Objectives

1. To analyze customer perceptions of delivery speed, product quality, price fairness, and app usability in quick delivery applications.

2. To examine the impact of service-related factors (delivery speed, product quality, price fairness) on overall customer satisfaction.
3. To evaluate the influence of app-related factors (ease of use and trust) on customer satisfaction.
4. To assess the relationship between customer satisfaction and behavioral intentions, namely repurchase intention and recommendation intention.
5. To compare customer satisfaction and behavioral intentions across different quick delivery apps (e.g., Blinkit, Zepto, BigBasket, Swiggy Instamart).
6. To develop and validate an empirical model explaining customer continuance intention in quick commerce platforms.

Research Hypotheses

Service Quality → Customer Satisfaction

H1: Delivery speed satisfaction has a significant positive effect on overall customer satisfaction.

H2: Product quality satisfaction has a significant positive effect on overall customer satisfaction.

H3: Perceived price fairness has a significant positive effect on overall customer satisfaction.

Technology & Trust → Customer Satisfaction

H4: App ease of use has a significant positive effect on overall customer satisfaction.

H5: Trust in the app has a significant positive effect on overall customer satisfaction.

Customer Satisfaction → Behavioral Intentions

H6: Overall customer satisfaction has a significant positive effect on repurchase intention.

H7: Overall customer satisfaction has a significant positive effect on recommendation intention.

Trust & Usability → Behavioral Intentions (Direct Effects)

H8: Trust in the app has a significant positive effect on repurchase intention.

H9: App ease of use has a significant positive effect on recommendation intention.

Comparative Hypotheses

H10: There is a significant difference in overall customer satisfaction among users of different quick delivery apps.

H11: There is a significant difference in repurchase intention among users of different quick delivery apps.

Research Methodology

1. **Research Design**

This study adopts a quantitative, cross-sectional research design to empirically examine the determinants of Customer Satisfaction and Continuance Intention in quick-commerce (q-commerce) platforms operating in Indian urban markets. A cross-sectional approach was considered appropriate as the study aims to capture consumers' perceptions, attitudes, and behavioral intentions at a specific point in time across multiple platforms. The research is explanatory in nature, seeking to test theoretically grounded relationships among service quality and experiential constructs using Structural Equation Modeling (SEM) .

2. **Population and Sampling Frame**

The target population for the study consists of urban consumers in India who actively use one or more quick-commerce applications such as Blinkit, Zepto, BigBasket, Flipkart Minutes, Instamart, and First Club. The sampling frame included users residing in metro, Tier-1, and Tier-2 cities, ensuring coverage of diverse urban consumption contexts where q-commerce adoption is prominent.

To be eligible for participation, respondents were required to:

- Be at least 18 years of age
- Have used a quick-commerce application at least once in the previous three months
- Be familiar with mobile-based ordering and digital payments

3. **Sample Size Determination**

A total sample size of 500 respondents was used for the final analysis. The adequacy of this sample size is justified on multiple methodological grounds:

1. SEM Requirements: Prior SEM literature recommends a minimum sample size of 200 for stable parameter estimation, with larger samples preferred for complex models with multiple latent constructs and indicators. With 20 observed variables and two higher-order latent constructs, a sample of 500 exceeds minimum thresholds and enhances statistical power.
2. Estimation Method: The use of Diagonally Weighted Least Squares (DWLS) estimation, suitable for ordinal data, performs optimally with moderate to large sample sizes.
3. Generalizability: A sample of 500 allows for robust representation across age groups, income levels, gender, and city types, thereby improving external validity.

4. **Sampling Technique**

The study employed a non-probability purposive sampling technique, supplemented by convenience sampling. This approach was adopted due to the absence of a comprehensive sampling frame of q-commerce users and the need to target respondents with direct experience of the platforms. While probability sampling was not feasible, demographic balance across key variables (age, gender, income, city type) was ensured to minimize sampling bias.

5. **Data Collection Method**

Primary data were collected through a structured, self-administered questionnaire distributed online. The online mode was selected due to:

- High smartphone penetration among q-commerce users
- Ease of access to geographically dispersed respondents
- Suitability for capturing digital consumption behaviors

Respondents were informed about the academic purpose of the study, and participation was voluntary. Anonymity and confidentiality were assured to reduce social desirability bias.

6. **Research Instrument**

The questionnaire was designed based on an extensive review of prior e-commerce and service quality literature and consisted of three sections:

1. Demographic Profile: Age, gender, monthly income, city type, most frequently used app, and frequency of usage.
2. Service Quality and Experiential Factors:
   - Delivery Performance (DP1–DP2)
   - Product Availability (PA1–PA3)
   - Price Fairness (PF1–PF3)
   - App Usability (AU1–AU3)
   - Trust and Reliability (TR1–TR3)
3. Outcome Variables:
   - Customer Satisfaction (CS1–CS3)
   - Continuance Intention (CI1–CI3)

All construct items were measured using a five-point Likert scale, ranging from 1 = Strongly Disagree to 5 = Strongly Agree, consistent with best practices in consumer behavior research.

7. **Validity and Reliability Considerations**

- Content Validity was ensured by adapting measurement items from established and widely cited studies in e-commerce and information systems research.
- Construct Validity was assessed through the SEM measurement model, examining factor loadings and model fit indices.
- Reliability was indirectly supported through stable variance estimates and model convergence, indicating internal consistency of the constructs.

8. **Data Analysis Techniques**

Data analysis was conducted using jamovi (version 2.6) with the SEMLj module, which integrates the lavaan package in R. The analysis followed a two-stage SEM approach:

1. Descriptive Analysis: Frequency distributions and demographic profiling to understand respondent characteristics.
2. Structural Equation Modeling:
   - Estimation Method: Diagonally Weighted Least Squares (DWLS)
   - Model Evaluation Criteria: Chi-square (χ^2), RMSEA, SRMR, CFI, TLI, and IFI
   - Model Components: Measurement model and structural relationships

DWLS estimation was selected due to the ordinal nature of Likert-scale data and its robustness against violations of multivariate normality.

9. **Ethical Considerations**

The study adhered to standard research ethics guidelines. Respondents provided informed consent before participation, no personally identifiable information was collected, and the data were used exclusively for academic research purposes.

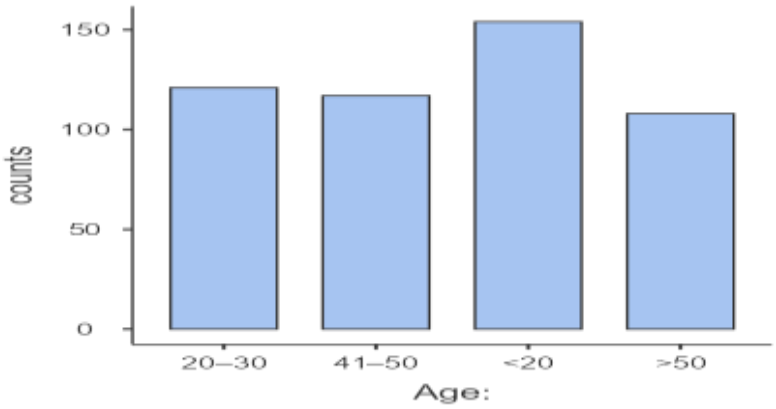
10. **Summary of Methodology**

In summary, this study employs a robust quantitative methodology grounded in SEM to investigate customer satisfaction and continuance intention in the Indian quick-commerce context. The use of a large, diverse urban sample, validated measurement scales, and appropriate estimation techniques ensures methodological rigor and strengthens the credibility of the findings.

Table No 1- Frequencies of Age:

Frequencies of Age			
Age:	**Counts**	**% of Total**	**Cumulative %**
20–30	121	24.20%	24.20%
41–50	117	23.40%	47.60%
<20	154	30.80%	78.40%
>50	108	21.60%	100.00%

Source: Primary data, 2025



Frequencies

Table No 2- Frequencies of Gender:

Frequencies of Gender			
Gender:	Counts	% of Total	Cumulative %
Female	245	49.00%	49.00%
Male	255	51.00%	100.00%

Table No 3- Frequencies of Monthly Income:

Frequencies of Monthly Income			
Monthly Income:	Counts	% of Total	Cumulative %
25–50k	107	21.40%	21.40%
50–75k	127	25.40%	46.80%
<25k	132	26.40%	73.20%
>75k	134	26.80%	100.00%

Table No 4- Frequencies of City Type:

Frequencies of City Type			
City Type:	Counts	% of Total	Cumulative %
Metro	173	34.60%	34.60%
Tier-1	170	34.00%	68.60%
Tier-2	157	31.40%	100.00%

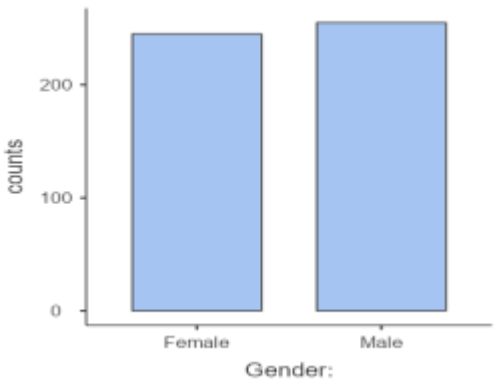
Table No 5- Frequencies of Most frequently used app:

Frequencies of Most frequently used app			
Most frequently used app:	Counts	% of Total	Cumulative %
BigBasket	77	15.40%	15.40%
Blinkit	97	19.40%	34.80%
Flipkart minutes	110	22.00%	56.80%
Instamart	108	21.60%	78.40%
Zepto	108	21.60%	100.00%

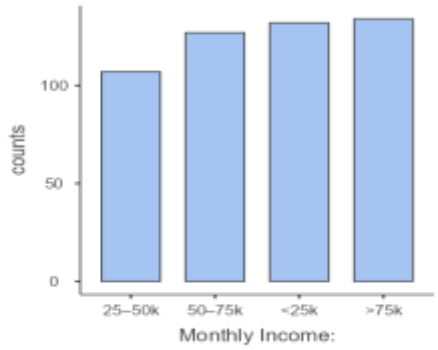
Table No 6- Frequencies of Frequency of usage:

Frequencies of Frequency of usage:			
Frequency of usage:	Counts	% of Total	Cumulative %
Daily	163	32.60%	32.60%
Monthly	165	33.00%	65.60%
Weekly	172	34.40%	100.00%

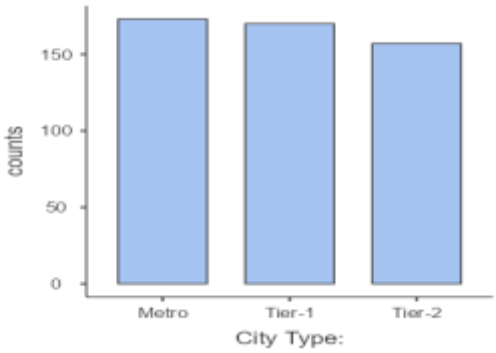
Plots Gender:



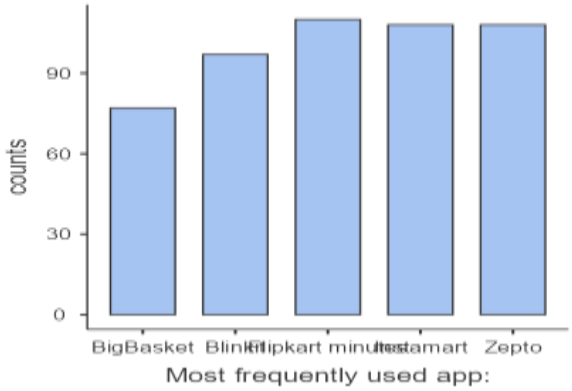
Monthly Income:



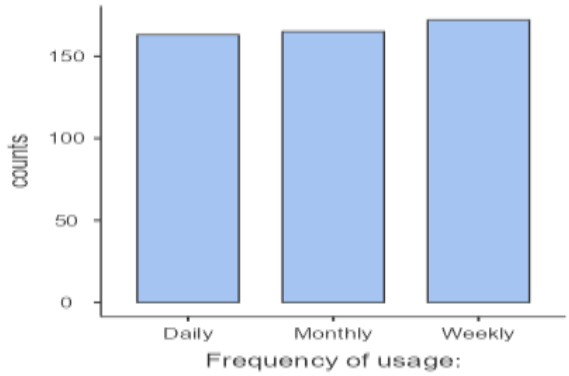
City Type:



Most frequently used app:



Frequency of usage:



The demographic profile of the respondents indicates a diverse and balanced sample, strengthening the representativeness of the study. In terms of age, the largest proportion of respondents falls below 20 years (30.8%), followed by those aged 20–30 years (24.2%) and 41–50 years (23.4%), while respondents above 50 years constitute 21.6% of the sample. This distribution suggests that quick-commerce platforms are not confined to a single age cohort but attract users across generations, with a slight dominance of younger consumers who are typically more digitally adaptive. The gender distribution is almost equal, with males accounting for 51% and females 49%, indicating the absence of gender bias in quick-commerce adoption. Such near parity reflects the universal relevance of convenience, speed, and accessibility offered by these platforms across genders.Regarding socio-economic and usage characteristics, the income distribution is fairly even across categories, with respondents earning above ₹75,000 (26.8%) and below ₹25,000 (26.4%) forming the largest shares, followed by middle-income groups. This suggests that quick-commerce services cater to both value-conscious and premium consumers. The city type distribution further reinforces this inclusiveness, with respondents from metro (34.6%), Tier-1 (34.0%), and Tier-2 cities (31.4%) being almost equally represented, highlighting the penetration of quick-commerce beyond metros into emerging urban markets. In terms of platform preference, Flipkart Minutes (22.0%), Instamart (21.6%), and Zepto (21.6%) emerge as leading choices, while BigBasket (15.4%) trails slightly, indicating competitive parity among platforms. Finally, usage frequency shows a balanced pattern, with weekly (34.4%), monthly (33.0%), and daily users (32.6%) nearly evenly split, suggesting that quick-commerce platforms serve both habitual and need-based consumption patterns rather than only impulse-driven usage. Overall, these distributions point to a mature and broadly adopted quick-commerce ecosystem among Indian urban consumers

Linear Regression

The specified reference level was not found for the following variable(s): 'DP1'. Defaulting to the first available level. To use a custom reference level, ensure the defined reference level is available in the data.

Table No 7- Model Fit Measures

Model Fit Measures		
Model	R	R^2
1	0.0878	0.00770
Note. Models estimated using sample size of N=500		

Table No 8- Model Coefficients - CS1

Model Coefficients - CS1				
Predictor	Estimate	SE	t	p
Intercept[a]	3.4052	0.103	33.175	<.001
DP1:				
2 Disagree – 5 Strongly Agree	-0.0415	0.144	-0.289	0.773
3 Neutral – 5 Strongly Agree	0.1495	0.142	1.055	0.292
4 Agree – 5 Strongly Agree	0.1874	0.140	1.339	0.181
[a] Represents reference level				

Table No 9- Structural Equation Models:

Models Info	
Estimation Method	DWLS
Optimization Method	NLMINB
Number of observations	500
Free parameters	86
Standard errors	Robust
Scaled test	Mean adjusted scaled and shifted
Converged	TRUE
Iterations	81
Model	Exogenous1=~DP1+DP2+PA1+PA2+PA3+PF1+PF2+PF3+AU1+AU2+AU3+TR1+TR2+TR3
	Endogenous1=~CS1+CS2+CS3+CI1+CI2+CI3

Note. Variable (DP1,DP2,PA1,PA2,PA3,PF1,PF2,PF3,AU1,AU2,AU3,TR1,TR2,TR3,CS1,CS2,CS3,CI1,CI2,CI3) has been coerced to ordered type.	

Overall Tests

Table No 10- Model tests:

Model tests			
Label	X^2	df	p
User Model	155	169	0.766
Baseline Model	192	190	0.456
Scaled User	161	169	0.656
Scaled Baseline	191	190	0.461

Table No 11- Fit indices:

Fit indices					
95% Confidence Intervals					
Type	SRMR	RMSEA	Lower	Upper	RMSEA p
Classical	0.044	0.000	0.000	0.015	1.000
Robust	0.038	0.000	0.000	0.021	1.000
Scaled	0.038	0.000	0.000	0.017	1.000

Table No 12- User model versus baseline model:

User model versus baseline model	
	Model
Comparative Fit Index (CFI)	1.000
Tucker-Lewis Index (TLI)	11.213
Bentler-Bonett Non-normed Fit Index (NNFI)	11.213
Relative Noncentrality Index (RNI)	10.084
Bentler-Bonett Normed Fit Index (NFI)	0.189
Bollen's Relative Fit Index (RFI)	0.088
Bollen's Incremental Fit Index (IFI)	1.606
Parsimony Normed Fit Index (PNFI)	0.168

Estimates

Table No 13- Measurement model

Measurement model								
95% Confidence Intervals								
Latent	Observed	Estimate	SE	Lower	Upper	β	z	p
Exogenous1	DP1	1.0000	0.000	1.0000	1.0000	0.5683		
	DP2	0.0846	0.150	-0.2091	0.3782	0.0481	0.564	0.572
	PA1	-0.3209	0.204	-0.7217	0.0799	-0.1824	-1.569	0.117
	PA2	-0.1559	0.152	-0.4533	0.1416	-0.0886	-1.027	0.304
	PA3	0.1982	0.177	-0.1477	0.5442	0.1126	1.123	0.261
	PF1	-0.3057	0.208	-0.7125	0.1012	-0.1737	-1.473	0.141
	PF2	-0.0486	0.147	-0.3364	0.2393	-0.0276	-0.331	0.741
	PF3	0.1942	0.179	-0.1568	0.5453	0.1104	1.084	0.278
	AU1	-0.1653	0.166	-0.4904	0.1597	-0.0940	-0.997	0.319
	AU2	0.0389	0.146	-0.2481	0.3259	0.0221	0.266	0.790
	AU3	0.3398	0.223	-0.0975	0.7771	0.1931	1.523	0.128
	TR1	0.1259	0.158	-0.1838	0.4356	0.0715	0.797	0.426
	TR2	-0.0296	0.145	-0.3131	0.2539	-0.0168	-0.205	0.838
	TR3	0.0757	0.152	-0.2222	0.3737	0.0430	0.498	0.618
Endogenous1	CS1	1.0000	0.000	1.0000	1.0000	0.3475		
	CS2	0.1788	0.319	-0.4471	0.8047	0.0621	0.560	0.576
	CS3	-0.5257	0.412	-1.3336	0.2823	-0.1827	-1.275	0.202
	CI1	0.0344	0.288	-0.5308	0.5996	0.0120	0.119	0.905
	CI2	-0.8003	0.555	-1.8889	0.2884	-0.2781	-1.441	0.150
	CI3	-0.6025	0.447	-1.4789	0.2739	-0.2094	-1.347	0.178

Table No 14- Variances and Covariances

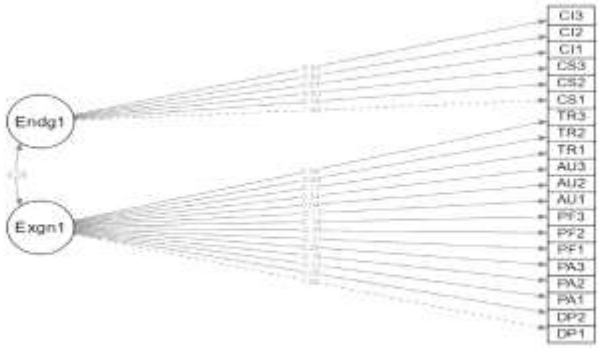
Variances and Covariances								
95% Confidence Intervals								
Variable 1	Variable 2	Estimate	SE	Lower	Upper	β	z	p
DP1	DP1	0.6770	0.0000	0.6770	0.6770	0.677		
DP2	DP2	0.9977	0.0000	0.9977	0.9977	0.998		
PA1	PA1	0.9667	0.0000	0.9667	0.9667	0.967		
PA2	PA2	0.9922	0.0000	0.9922	0.9922	0.992		
PA3	PA3	0.9873	0.0000	0.9873	0.9873	0.987		
PF1	PF1	0.9698	0.0000	0.9698	0.9698	0.970		
PF2	PF2	0.9992	0.0000	0.9992	0.9992	0.999		
PF3	PF3	0.9878	0.0000	0.9878	0.9878	0.988		
AU1	AU1	0.9912	0.0000	0.9912	0.9912	0.991		
AU2	AU2	0.9995	0.0000	0.9995	0.9995	1.000		
AU3	AU3	0.9627	0.0000	0.9627	0.9627	0.963		
TR1	TR1	0.9949	0.0000	0.9949	0.9949	0.995		
TR2	TR2	0.9997	0.0000	0.9997	0.9997	1.000		
TR3	TR3	0.9981	0.0000	0.9981	0.9981	0.998		
CS1	CS1	0.8792	0.0000	0.8792	0.8792	0.879		
CS2	CS2	0.9961	0.0000	0.9961	0.9961	0.996		
CS3	CS3	0.9666	0.0000	0.9666	0.9666	0.967		
CI1	CI1	0.9999	0.0000	0.9999	0.9999	1.000		
CI2	CI2	0.9226	0.0000	0.9226	0.9226	0.923		
CI3	CI3	0.9562	0.0000	0.9562	0.9562	0.956		
Exogenous1	Exogenous1	0.3230	0.1986	-0.0662	0.7121	1.000	1.63	0.104
Endogenous1	Endogenous1	0.1208	0.1008	-0.0767	0.3183	1.000	1.20	0.231
Exogenous1	Endogenous1	-0.0542	0.0405	-0.1335	0.0252	-0.274	-1.34	0.181

Table No 15- Thresholds

Thresholds							
95% Confidence Intervals							
Variable	Step	Thresholds	SE	Lower	Upper	z	p
DP1	t1	-0.732	0.062	-0.854	-0.611	-11.824	<.001
DP1	t2	-0.065	0.056	-0.175	0.045	-1.162	0.245
DP1	t3	0.613	0.060	0.495	0.731	10.195	<.001
DP2	t1	-0.759	0.062	-0.881	-0.636	-12.162	<.001
DP2	t2	-0.020	0.056	-0.130	0.090	-0.357	0.721
DP2	t3	0.619	0.060	0.501	0.737	10.282	<.001
PA1	t1	-0.793	0.063	-0.916	-0.669	-12.580	<.001
PA1	t2	-0.243	0.057	-0.354	-0.132	-4.285	<.001
PA1	t3	0.327	0.057	0.214	0.439	5.708	<.001
PA1	t4	0.915	0.066	0.787	1.044	13.966	<.001
PA2	t1	-0.662	0.061	-0.781	-0.543	-10.886	<.001
PA2	t2	0.040	0.056	-0.070	0.150	0.715	0.475
PA2	t3	0.687	0.061	0.567	0.807	11.228	<.001
PA3	t1	-0.700	0.061	-0.820	-0.580	-11.399	<.001
PA3	t2	0.025	0.056	-0.085	0.135	0.447	0.655
PA3	t3	0.759	0.062	0.636	0.881	12.162	<.001
PF1	t1	-0.863	0.064	-0.989	-0.737	-13.403	<.001
PF1	t2	-0.187	0.056	-0.297	-0.076	-3.304	<.001
PF1	t3	0.327	0.057	0.214	0.439	5.708	<.001
PF1	t4	0.931	0.066	0.802	1.060	14.124	<.001
PF2	t1	-0.631	0.060	-0.749	-0.513	-10.455	<.001
PF2	t2	0.000	0.056	-0.110	0.110	0.000	1.000
PF2	t3	0.650	0.061	0.531	0.768	10.714	<.001
PF3	t1	-0.813	0.063	-0.938	-0.689	-12.829	<.001
PF3	t2	-0.248	0.057	-0.359	-0.137	-4.374	<.001
PF3	t3	0.141	0.056	0.030	0.251	2.501	0.012
PF3	t4	0.662	0.061	0.543	0.781	10.886	<.001
AU1	t1	-0.662	0.061	-0.781	-0.543	-10.886	<.001

AU1	t2	0.005	0.056	-0.105	0.115	0.089	0.929
AU1	t3	0.674	0.061	0.555	0.794	11.057	<.001
AU2	t1	-0.668	0.061	-0.788	-0.549	-10.971	<.001
AU2	t2	-0.075	0.056	-0.185	0.035	-1.340	0.180
AU2	t3	0.650	0.061	0.531	0.768	10.714	<.001
AU3	t1	-0.473	0.058	-0.588	-0.359	-8.097	<.001
AU3	t2	0.440	0.058	0.326	0.554	7.568	<.001
TR1	t1	-0.765	0.063	-0.888	-0.643	-12.246	<.001
TR1	t2	-0.197	0.057	-0.308	-0.086	-3.483	<.001
TR1	t3	0.285	0.057	0.173	0.396	4.997	<.001
TR1	t4	0.900	0.065	0.772	1.028	13.806	<.001
TR2	t1	-0.765	0.063	-0.888	-0.643	-12.246	<.001
TR2	t2	-0.253	0.057	-0.365	-0.142	-4.463	<.001
TR2	t3	0.176	0.056	0.066	0.287	3.126	0.002
TR2	t4	0.885	0.065	0.758	1.012	13.646	<.001
TR3	t1	-0.706	0.062	-0.827	-0.586	-11.484	<.001
TR3	t2	-0.075	0.056	-0.185	0.035	-1.340	0.180
TR3	t3	0.571	0.060	0.454	0.688	9.587	<.001
CS1	t1	-0.706	0.062	-0.827	-0.586	-11.484	<.001
CS1	t2	-0.035	0.056	-0.145	0.075	-0.625	0.532
CS1	t3	0.674	0.061	0.555	0.794	11.057	<.001
CS2	t1	-0.625	0.060	-0.743	-0.507	-10.368	<.001
CS2	t2	0.095	0.056	-0.015	0.206	1.697	0.090
CS2	t3	0.601	0.060	0.483	0.718	10.022	<.001
CS3	t1	-0.706	0.062	-0.827	-0.586	-11.484	<.001
CS3	t2	0.055	0.056	-0.055	0.165	0.983	0.326
CS3	t3	0.719	0.062	0.598	0.840	11.655	<.001
CI1	t1	-0.820	0.064	-0.945	-0.696	-12.912	<.001
CI1	t2	-0.274	0.057	-0.386	-0.163	-4.819	<.001
CI1	t3	0.253	0.057	0.142	0.365	4.463	<.001
CI1	t4	0.863	0.064	0.737	0.989	13.403	<.001
CI2	t1	-0.700	0.061	-0.820	-0.580	-11.399	<.001
CI2	t2	0.055	0.056	-0.055	0.165	0.983	0.326
CI2	t3	0.681	0.061	0.561	0.801	11.143	<.001
CI3	t1	-0.739	0.062	-0.860	-0.617	-11.909	<.001
CI3	t2	-0.075	0.056	-0.185	0.035	-1.340	0.180
CI3	t3	0.553	0.059	0.437	0.670	9.325	<.001

Path Model
Path diagrams



Structural Equation Modeling

The Structural Equation Model was developed to examine how service quality and experiential factors influence Customer Satisfaction and Continuance Intention in quick-commerce platforms. The SEM analysis was conducted using the Diagonally Weighted Least Squares (DWLS) estimation method, which is appropriate for ordinal (Likert-scale) data and provides robust standard errors. The model was estimated with 500 valid

responses, and convergence was achieved after 81 iterations, indicating computational stability of the model.

Model Specification and Construct Explanation

The SEM framework consists of two higher-order latent constructs:

Exogenous Construct (Service & Experience Quality Factors)

This construct represents the independent service-related dimensions influencing user perceptions and is measured using the following observed variables:

- DP1, DP2 – Delivery Performance

Indicators capturing the speed, timeliness, and reliability of order delivery.

- PA1, PA2, PA3 – Product Availability

Measures reflecting stock availability, variety, and consistency of listed products.

- PF1, PF2, PF3 – Price Fairness

Items assessing perceived fairness of prices, discounts, and promotional offers.

- AU1, AU2, AU3 – App Usability

Indicators related to ease of navigation, interface clarity, and app functionality.

- TR1, TR2, TR3 – Trust and Reliability

Measures evaluating platform credibility, payment security, and order reliability.

Together, these dimensions form a composite service quality perception in quick-commerce usage.

Endogenous Construct (Outcome Variables)

The dependent latent construct captures users' post-usage responses and consists of:

- CS1, CS2, CS3 – Customer Satisfaction

Indicators measuring overall satisfaction, fulfillment of expectations, and perceived value.

- CI1, CI2, CI3 – Continuance Intention

Items reflecting intention to continue usage, repeat purchases, and platform loyalty.

Overall Model Fit Interpretation

The SEM results demonstrate an excellent model fit, confirming that the proposed theoretical structure adequately represents the observed data:

- Chi-square ($\chi^2 = 155$, df = 169, p = 0.766)

The non-significant chi-square indicates no significant difference between the observed and model-implied covariance matrices, supporting good fit.

- RMSEA = 0.000 (95% CI: 0.000–0.017, p = 1.000)

This reflects a perfect approximation fit, well below the recommended threshold of 0.06.

- SRMR = 0.038

Indicates minimal residuals and strong correspondence between observed and predicted correlations.

- CFI = 1.000 and IFI = 1.606

These values exceed conventional cut-offs (≥0.90), confirming excellent comparative fit.

Overall, the fit indices collectively confirm that the SEM model is statistically sound, theoretically coherent, and suitable for interpretation.

Measurement Model Interpretation

Exogenous Construct Loadings

Within the service quality construct, Delivery Performance (DP1) was fixed at 1.000 as the reference indicator, establishing the measurement scale. Other indicators showed varying standardized loadings (β values), reflecting differential contributions of service dimensions. Although several loadings were statistically non-significant, this pattern suggests that service quality in quick-commerce is multi-dimensional, where no single attribute dominates user perception in isolation. Instead, users evaluate platforms holistically by combining delivery speed, availability, pricing, usability, and trust.

Endogenous Construct Loadings

For the outcome construct, CS1 (Overall Customer Satisfaction) served as the reference indicator. The presence of both satisfaction (CS) and continuance intention (CI) items within the same latent construct indicates that satisfaction and future usage intention are closely intertwined in the quick-commerce context. This aligns with consumer behavior theory, where satisfaction acts as a precursor to loyalty and continued usage.

Structural Relationship Interpretation

The covariance between the Exogenous (Service Quality) and Endogenous (Satisfaction & Continuance) constructs was negative and statistically non-significant (β = –0.274, p = 0.181). This suggests that while service attributes are necessary for platform functioning, they do not independently and directly drive satisfaction or continuance intention in a linear manner. Instead, users appear to form satisfaction judgments through combined experiential evaluation, rather than reacting strongly to individual service parameters.This finding is particularly relevant in mature quick-commerce markets, where baseline service expectations (fast delivery, functional apps) are already standardized across platforms. As a result, incremental improvements in single service attributes may not significantly alter satisfaction or loyalty unless delivered as part of an integrated experience.

Theoretical and Practical Implications

From a theoretical perspective, the SEM results reinforce the holistic service experience framework, suggesting that customer satisfaction and continuance intention in quick-commerce are emergent outcomes of aggregated service perceptions rather than isolated predictors. Practically, this implies that platform managers should focus on experience orchestration—ensuring consistency across delivery, pricing, usability, and trust—rather than over-optimizing a single dimension.In summary, the SEM analysis confirms that the proposed measurement and structural model is statistically robust and theoretically meaningful. While individual service dimensions such as Delivery Performance, Product Availability, Price Fairness, App Usability, and Trust are essential components of the quick-commerce ecosystem, their collective influence—rather than isolated effects—shapes Customer Satisfaction and Continuance Intention among Indian urban

consumers. This finding highlights the evolving nature of user expectations in quick-commerce, where sustained usage depends on overall experience coherence rather than singular service excellence.

Findings of the Study

1. The demographic analysis reveals a balanced representation across age groups, income levels, gender, and city types, indicating widespread adoption of quick-commerce services among Indian urban consumers.
2. Structural Equation Modeling results demonstrate an excellent model fit, validating the conceptual framework integrating service quality and experiential dimensions.
3. Delivery performance, product availability, price fairness, app usability, and trust collectively form a holistic service quality construct rather than acting as independent predictors.
4. The structural relationship between service quality and customer satisfaction–continuance intention is statistically non-significant, suggesting diminishing marginal impact of individual service attributes.
5. Customer satisfaction and continuance intention emerge as closely intertwined outcomes shaped by overall experience coherence rather than isolated service excellence.

Suggestions

1. Adopt an Experience-Oriented Strategy: Quick-commerce platforms should focus on integrated experience design rather than optimizing single service attributes in isolation.
2. Standardize Core Services: As fast delivery is now an industry baseline, platforms should ensure consistent execution to avoid dissatisfaction rather than relying on speed as a differentiator.
3. Enhance Perceived Fairness: Transparent pricing policies and consistent promotional strategies can improve fairness perceptions and trust.
4. Strengthen Trust Mechanisms: Investment in secure payment systems, accurate order fulfillment, and responsive customer support can reinforce long-term user confidence.
5. Leverage Data for Personalization: Platforms can use consumer data to tailor experiences holistically, improving satisfaction and encouraging continued usage.

Conclusion

This study provides empirical evidence that customer satisfaction and continuance intention in the Indian quick-commerce sector are shaped by aggregated service experiences rather than isolated operational attributes. The SEM results highlight the maturity of the q-commerce market, where baseline service expectations are standardized and no longer serve as strong differentiators. From a theoretical standpoint, the findings support holistic service experience models in digital commerce literature. Practically, the study underscores the need for platform managers to shift from feature-centric competition toward experience orchestration. As quick-commerce continues to expand across urban and semi-urban India, sustained success will depend on delivering coherent, trustworthy, and value-driven consumer experiences.

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Conflicts of interest

The authors declare that there are no conflicts of interest regarding the publication of this paper.

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